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OF 73-1190

05 MAR 1973

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : SF Career Service Management

1. The directive to reduce Career Service on duty strength to ceiling authorization highlights a chronic Finance Career Service management problem, recently mentioned to you and discussed with Mr. Wattles, of an importance which we believe warrants some remedy. The basic problem simply stated is the lack of any provision in authorized positions for the Office of Finance to support the function of supplying people to staff positions outside the Office of Finance. This function is fully as important under our decentralized mode of operations as the centralized accounting, auditing, disbursing and payrolling functions. Some measure of its importance is the fact that 60 percent of our SF professional careerists are assigned to positions outside the Office of Finance.

2. As you know a basic Career Service management objective has been and continues to be maintenance of a roster of personnel of sufficient size, experience and qualifications to perform all functions for which the Office is responsible both within and without the Office of Finance. Until now the technique for determining SF Career Service people requirements has been the establishment of positions determined necessary to accomplish specific ongoing functions except for the function of supplying people to keep rotational pipe-lines full and to provide required TDY assistance. The present distribution of Career Service positions established for recognized functions is shown in the following table.

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We endeavor to keep all positions in groups A and B above fully staffed with adequate overlap during rotation. This overlap will range from one week to four weeks, depending upon circumstances. Full staffing is also a general goal for group C positions but we do on occasion with limited success ask the larger components to accept underlap of three to four weeks. In most instances, however, the area divisions demand replacements before releasing a careerist for another assignment. As a practicable matter therefore resources to accomplish these objectives must come from incumbents of professional positions in the Office of Finance, group D. There are substantial losses of productive time in the rotation of personnel to and from these outside positions due principally to (a) travel time and home leave, (b) overlap time, (c) pre-rotation orientation training and language training when required, and (d) post-rotation orientation and training. In addition there is a growing

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requirement for TDY assistance at overseas stations to which only one finance officer is assigned. It is estimated that losses of time for these factors in the current year will total at least 15 man years, or six percent of the current position authorization for the Office of Finance.

3. Until now it has been possible to provide people to keep the rotational pipe-lines full and to provide required TDY assistance because the Career Service has been in an overage position in relation to ceiling authorization. At the present time it is anticipated 17 people will be double-slotted as of 30 June 1973 against positions in outside components in connection with overseas rotations; it is our understanding under present practice that the Director of Personnel will make a year-end adjustment for these double slots, utilizing, in effect, vacant positions of the DDS directorate. In the face, however, of the current directive to conform with Career Service ceiling authorizations it seems essential that we seek an adjustment of our T/O to recognize the function of supplying people to fill positions outside the Office of Finance.

4. Specifically we propose the immediate establishment of 15 positions within our T/O structure for a Rotational, Training and TDY Cadre (RTT Cadre); this approximates [REDACTED] of the present T/O for the Office of Finance. Such an adjustment of our T/O base would be a non-recurring item and we would anticipate as a matter of course making reduction in our total T/O in the years ahead as we improve productivity principally through implementation of enhanced computer applications for our centralized accounting, auditing, disbursing and payrolling functions. As our total T/O base reduces we would expect also to reduce the RTT Cadre, keeping it at a level [REDACTED] of the reduced T/O.

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5. Without the suggested T/O adjustment and in the absence of any relief measure, management of the Career Service will be within ceiling with no provision for rotational, training and TDY requirements. This will require that rotational and TDY requirements be serviced largely by underlap techniques and will also mean that the positions

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25X9 identified above in group C (Hqs. components with three or more posi-
25X9 tions) will need to become part of the rotational, training and TDY base.
25X9 The adoption of such an approach would require the sanction and coopera-
25X9 tion of the DD/P and the DD/S&T because of its impact on components
under their jurisdiction. For example, rotation requirements to staff
the [REDACTED]

25X9 lations and Headquarters components with one or two positions will
25X9 approximate [REDACTED] per year based on an average tour of three years. Each
25X9 rotation would translate to a vacancy averaging from two to four months
25X9 in the position from which the outgoing employee is taken. It is contem-
plated that the Office of Finance would absorb the vacancies necessary to
provide people for [REDACTED] of these rotations and that the vacancies to
provide people for the remaining [REDACTED] rotations would need to be
absorbed by Headquarters components with three or more positions.
Additional vacancies of shorter duration would be encountered for TDY
requirements and for rotations within and between the Office of Finance
and the larger Headquarters components. We do not believe that either
the Office of Finance or the decentralized components can operate effec-
tively with the degree of understaffing that would be required by operating
wholly within present position ceilings concept.

6. It is recommended that 15 positions be established within
our T/O structure of the Office of Finance for a Rotational, Training
and TDY Cadre (RTT Cadre).

(signed) Thomas B. Yale

Thomas B. Yale
Director of Finance